Synopsis on

EFFECT OF EMPLOYEE WELLNESS PROGRAMS ON ORGANIZATIONAL PERFORMANCE: AN ANALYTICAL STUDY WITH SPECIAL REFERENCE TO HOTEL INDUSTRY IN AGRA DISTRICT

(Submitted for the registration of Doctor of Philosophy)

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SECTION 1: INTRODUCTION

"There is a direct link between employee wellness and corporate health."

-Anthony Joseph

"The part can never be well unless the whole is well".

-Plato

Over the last numerous decades an outbreak of unhealthy lifestyles, such as inactivity, poor nutrition, tobacco use, and frequent alcohol consumption, has resulted in increased cases of obesity, diabetes, heart attacks and chronic diseases (Rand, 2013). It is due to illness and absence from work (absenteeism) that is there a loss of productivity and performance while at work (presenteeism). Out of concern about the impact of chronic disease on employee health and well-being, the cost of healthcare coverage, and loss of competitiveness, employers are adopting to health promotion and disease prevention strategies, commonly referred to as workplace wellness programs. For example, by encouraging a diet with lower fat and caloric content. A broad range of benefits are offered under the label of "workplace wellness"; from multi component programs to single interventions, and benefits to the employees. (Rand, 2013)

The current status of health and health system in India, emerging health problems and future challenges of health system of the country have emerged as strong reasons for the efforts need to be made by the government and the community for improving the quality of life of the people. With India having the highest number of diabetic patients in the world, the diabetes is posing an enormous health problem in the country. Calling India the diabetes capital of the world, the International Journal of Diabetes in Developing Countries says that there is alarming rise in prevalence of diabetes, which has gone beyond epidemic form to a pandemic one. (Hindustan times, 2007). Various studies have shown that the high incidence of diabetes and coronary heart disease in India is mainly because of sedentary lifestyle, lack of physical activity, obesity, stress and consumption of diets rich in fat, sugar and calories. Harvard Men's Health Watch (November, 2009) stated that as many as 10 per cent of all heart attacks in men occur before the age of 45.

Apart from Smoking, an invariably a common factor in almost all the young heart patients, sedentary lifestyle, obesity, stress, high-blood pressure, high cholesterol levels and diabetes(2013) are the other factors. Therefore looking at the current state of the country, companies are taking various steps and adopting different measures to prevent their employees from facing various health problems and creating a healthy workplace to increase the efficiency and productivity of the employees and ultimately enhancing the organizational performance.

1.1 HOSPITALITY IN AGRA DISTRICT

Situated in the northern part of India, Agra has the distinction of being the most populous city of Uttar Pradesh. Agra is the one of the prominent destinations of the World Tourism map with three heritage monuments - The Taj Mahal, Fatehpur Sikri & Red Fort as recorded by The United Nations Educational, Scientific and Cultural Organization (UNESCO). It is a vibrant Centre of Culture, Art and Religious philosophies that have enriched mankind and shaped human thought over centuries. (Agra Development Authority, ADA, as on September 11, 2015)

1.1.1MONUMENTS TO VISIT IN AGRA

- Taj Mahal
- Taj Museum, Taj Mahal
- Agra Fort
- FatehpurSikri
- Akbar's Tomb,Sikandra
- Itmad-ud-Daula
- Ram Bagh
- MariyamTomb, Sikandra
- Mehtab Bagh

Agra region scored high in 2011in term of foreign tourist arrivals. India has been divided into 24Archaeological Survey of India (ASI) Circles, each under the jurisdiction of a Superintending Archaeologist. Table 1.A gives list of ten most popular monuments in terms of visitors in 2011. Among all

the monuments, Taj Mahal, Agra (4.65 million)was the most visited monument in 2011 for domestic visitors. (Sharma and Kaur, 2014)

Table 1.A.LIST OF TEN MOST POPULAR MONUMENTS IN TERMS OF VISITORS IN 2011

Year	Domestic Tourists	Foreign Tourists	Total
2007	2996828	748360	375188
2008	3079678	730298	3809976
2009	3027938	600587	3628525
2010	6418425	1333080	7751505
2011	7399030	1347323	8746353
2012	8343671	1521988	9865659

(Source: Uttar Pradesh Tourism Department and India Tourism Statistics, 2013)

1.2 POINTS OF ATTRACTION IN AGRA

- There is a marginal increase of domestic tourists to Agra from various states over a period of time.
- There is a marginal increase of international tourists to Agra from various countries over a period of time.
- Major portion of the people to visit Agra under domestic inflow category are from Delhi.
- Major portion of the people to visit Agra under international inflow category are from USA.
- Both domestic and international tourists spend most on the accommodation services.
- Purpose of both the domestic and international tourists to travel Agra is for leisure and also to visit Taj Mahal- one of the Seven Wonders of the World.
- The major employment provided under hotel industry is by F&B department.
- Tourism inflow to Agra plays a vital role in the growth of Indian Economy. (Koshti et al.2014)

Therefore it can be said that Agra is the major tourist destination and studying hotels here will help the researcher and tourism industry in general in offering better services. The services provided by the

employees of the hotels will be the best when employees are healthy and contribute to organizational performance. The following table 1.B shows the position of Agra and the tourism statistics, 2011.

TABLE 1.B THE POSITION OF AGRA AND THE TOURISM STATISTICS, 2011

10 Most popular Centrally Protected Ticketed Monuments for Domestic Visitors in 2011			**10 Most popular Centrally Protected Ticketed Monuments for Foreign Visitors in 2011**		
Rank	**Name of the Monuments**	**No. of Domestic Visitors**	**Rank**	**Name of the Monuments**	**No. of Foreign Visitors**
1	Taj Mahal, Agra	4646203	**1**	Taj Mahal.Agra	668903
2	QutubMinar, Delhi	2980415	**2**	QutubMinar,Delhi	331557
3	Red Fort, Delhi	2615976	**3**	Agra Fort, Agra	306097
4	Sun temple, Konark	2225087	**4**	Humayun'sTomb,Delhi	253967
5	Agra Fort, Agra	1605432	**5**	Fatehpur Sikri, Agra	229091
6	Golconda Fort,Hyderabad	1483333	**6**	Red Fort, Delhi	160425
7	Charminar,Hyderabad	1440998	**7**	Mattancherry Palace Museum, Kochi	130847
8	ElloraCaves,Aurangabad	1308262	**8**	Western Group of Temples, Khajuraho	97356
9	Bibi-KaMaqbara,Aurangabad	1215998	**9**	Group of Monuments,Mamallapuram	74187
10	Gol-Gumbaz,Bijapur	1125985	**10**	Excavated Remains at Sarnath (UP)	71249

(Source: Indian Tourism Statistics, 2011)

1.3 WELLNESS

Wellness is a state of optimal well-being that is oriented toward maximizing an individual's potential. This is a life-long process of moving towards enhancing ones physical, intellectual, emotional, social, spiritual, and environmental wellness.(www.mckinley.illinois.edu/units/health_ed/wellness.html)

There are various dimensions identified in another study (2009) affecting wellness which are as follows:

1.3.1 DIMENSIONS OF WELLNESS MODEL

A.PHYSICAL: The most commonly known and associated type of wellness; encompasses exercise, nutrition, and medical well-being.

B.EMOTIONAL: The ability to feel and express emotions such as happiness, sadness, and anger; encompasses optimism, self-esteem, self-acceptance, and the ability to share feelings.

C.INTELLECTUAL: The ability to make thoughtful decisions and think critically; the ongoing pursuit of knowledge and skills enhancement.

D.SOCIAL: The ability to create a support group and network of family and friends; encompasses communication skills and intimacy with others.

E.SPIRITUAL: This involves a belief in a sense of meaning in one's life; encompasses feelings of faith, hope, and commitment to one's beliefs and values.

F.OCCUPATIONAL WELLENESS: It is achieved when there is a proper "fit" between the individual and the job.

G.ENVIRONMENTAL WELLNESS is the one dimension that is not directly identified in most wellness models, but is encompassed in many models as a subset of other dimensions (Hattie et al., 2004). Environmental wellness is related to one's surroundings and the fit between the environment and the individual (Allison, 1997; Zwetsloot& Pot, 2004; Abdel-Moty 2010)

1.3.2WORKPLACE WELLNESS

Workplace wellness is any workplace health promotion activity or organizational policy designed to support healthy behavior in the workplace and to improve health outcomes. Generally health promotion is defined as "the process of enabling people to increase control over, and to improve, their health," and health promotion

can be carried out in the workplace as well as many other settings. It consists of a variety of activities such as health fairs, health education, medical screenings, healthy office snack delivery services, health coaching, weight management programs, wellness newsletters, on-site fitness programs or facilities and educational programs (Rand, 2013).

1.3.3 TYPES OF WORKPLACE ACTIVITIES

Deciding what programs to implement one need to take the information that is gathered while determining the company's needs and other factors such as risk status, demographics, workplace culture, health claims data and available resources, and analyze the data. Then Review all of the details of the assessment as well as all of the environmental health and other components to see what needs naturally stand out. There are a number of ways to organize the employee wellness programs. One option is to consider integrating the program into the six components of an employee's wellness. In which physical may include onsite fitness classes, stretch breaks, fitness fairs etc. Spiritual may include community activities, meditation workshops, spiritual workshops etc. Intellectual may include development through training, mental fitness etc. Social may include family's tours in the worksite, discussions groups, team building activities etc. Emotional may include activities like support groups, stress management programs etc. and Occupational may include activities like career development, work safety initiatives, rewards and recognition etc.

(www.employer.carefirst.com/employer/workplace-wellness/program-types.page)

1.4 EMPLOYEE WELLNESS PROGRAMS

An employee wellness program is a health promotion activity or organization-wide policy designed to support healthy behaviors and improve health outcomes while at work. These programs consist of activities such as health education and coaching, weight management programs, medical screenings, on-site fitness programs, and more. Employee Wellness Programs (EWP) or workplace health promotion programs refer to organized policies and activities designed to promote the health and wellbeing of employees. An effective Wellness program will offer tools that employees can use to identify their lifestyle risk. These are accomplished by administering "Health Risk Assessments", questionnaires that identify lifestyle choices that

result in health risks, and Biometric testing, often through Health Fairs, that measure a worker's blood pressure, glucose, cholesterol and BMI. Once the risks have been identified, workers are offered behavior modification options and education programs to help them reduce their overall health risk. Examples of each of these activities include:

1.4.1HEALTH RISK IDENTIFICATION TOOLS

A.HEALTH RISK ASSESSMENT: A health risk assessment (HRA) is a health questionnaire, used to provide individuals with an evaluation of their health risks and quality of life. (Everest report, 2013)

B. BIOMETRIC TESTS: A biometric screening is an important component of a comprehensive health and wellness program. For employers, biometric screenings provide important baseline data to shape the direction of their corporate wellness program. For employees, these screenings provide information on current and potential medical issues like blood pressure, cholesterol, glucose and body mass index. Behavior modification plans like health coaching, smoking cessation and exercise etc. And educational programs like learn at lunch, health fairs and online resources etc. The first step in establishing an effective EWP is to assess the health of the employee at the workplace by reviewing both on and off the job illnesses. This is accomplished by reviewing claims information and conducting Health Risk Assessments and Biometric testing of each employee. (Everest report, 2013)

1.5 IMPORTANCE OF MEASURING EMPLOYEE WELLNESS PROGRAMS

For the organizations it is important to take the time to assess the status of the organization and what they want to accomplish with their program. Conducting interviews with key stakeholders including senior management and staff members to determine the level of commitment to wellness, wellness goals, and the resources that may already be in place to support a wellness program. Looking at the current costs and categorize where the health care dollars are going. This allows organization to target their wellness activities and intervention at those specific drivers.

1.6 ORGANIZATIONAL PERFORMANCE

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).Organizational performance is the most important criterion in evaluating organizations, their actions, and environments. This importance is reflected in the pervasive use of organizational performance as a dependent variable. March and Sutton (1997) found that of 439 articles in the Strategic Management Journal, the Academy of Management Journal and Administrative Science Quarterly over a three year period, 23% included some measure of performance as a dependent variable. In contrast to the dominant role that organizational performance plays in management fields, is the limited attention paid by researchers to what performance is and how it is measured. Changes in performance have been shown to occur at different rates for industry, corporate and business unit factors (McGahan & Porter, 1999; 2003).

1.6.1 MEASURES OF PERFORMANCE

Most performance measures can be grouped into one of the following six general categories.
However, certain organizations may develop their own categories as appropriate depending on the Organization's mission:

A. Effectiveness: A process characteristic indicating the degree to which the process output (work product) conforms to requirements.(Are we doing the right things?)

B. Efficiency: A process characteristic indicating the degree to which the process produces the required output at minimum resource cost. (Are we doing things right?)

C. Quality: The degree to which a product or service meets customer requirements and expectations.

D. Timeliness: Measures whether a unit of work was done correctly and on time. Criteria must be established to define what constitutes timeliness for a given unit of work. The criterion is usually based on customer requirements.

E. Productivity: The value added by the process divided by the value of the labor and capital consumed.

F. Safety: Measures the overall health of the organization and the working environment of its Employees. (Training Resources and Data Exchange, TRADE, 1995)

1.7 HOSPITALITY INDUSTRY IN INDIA

1.7.1 GROWTH OF TOURISM AND HOSPITALITY IN INDIA

- Tourism in India accounts for 6.8 per cent of the GDP and is the third largest foreign exchange earner for the country.
- Over 2006–15, direct contribution is expected to register a CAGR of 10.5 per cent
- The direct contribution of travel and tourism to GDP is expected to grow 7.2 per cent per annum to US$ 88.6 billion (2.5 per cent of GDP) by 2025.
- Emergence of Budget hotels, already, more than 50 international budget hotel chains are moving into India to stake their turf. Therefore, with opportunities galore the future 'Scenario of Indian Hotel Industry' looks rosy.
- Emergence of MNC Hotel Industry giants and smart tourism in India.
- The successful growth story of 'Hotel Industry in India' seconds only to China in Asia Pacific.
- India's share in international tourism and hospitality market is expected to increase over the long-term. Moreover, foreign hospitality players are heading towards Indian markets.
- From visas on arrival to e-visas at the end of November 2014, the central government attempted to reform the visa on arrival scheme by introducing Electronic Travel Authorization for all the 44 countries eligible for TVAs. .ETA meant that tourists had to apply for a visa online a few days in advance and carry a copy of that visa with them when they travel to India. (Since this is not technically the same concept as “visa on arrival”, the government finally changed the name of the scheme to e-tourist visa in April 2015.(Scroll. in, September 10,2015)
- Foreign tourist arrivals increased at a CAGR of 7.1 per cent during 2005-15. (www.ibef.org/industry/tourism-hospitality-india.aspx as on 25.08.15)

1.8 EMPLOYEE WELLNESS PROGRAMS IN HOTELS

The goal of an organization is to create job resources from which employees can benefit. Employee wellness programs are examples of job resources which attempt to improve the overall health of employees through wellness education and illness prevention. Results from over100 research studies conducted over the last two decades on health and wellness suggest that these programs provide improved health for employees and a positive return on investment for business organizations (Bailey et al., 2007). In addition, wellness programs have been shown to reduce absenteeism and increase employee productivity (Bailey et al., 2007). Recent studies have illustrated that workplace health promotion brings a range of benefits to employers in the form of reduced sickness, lower rates of absenteeism, and a swell in levels of productivity (Daykin, 1998).Ultimately, organizational performance increases when employees are healthy and active (Clark,2008).

1.9 CLASSIFICATION OF HOTELS

The Indian hotel industry is highly fragmented with a large number of small and unorganized players accounting for a lion's share. Hotels are classified based on the number of facilities and services provided by them. Hotels classified under the Ministry of Tourism enjoy different kinds of benefits such as tax incentives, interest subsidies, and import benefits. Due to lengthy and complex processes for such classification, a significant portion of the hotels in India still remain unclassified(P.A Anawade, 2014).Hotels are an important component of the tourism product. They contribute in the overall tourism experience through the standards of facilities and services offered by them. With the aim of providing contemporary standards of facilities and services available in the hotels. Hotels are classified according to the hotel size, location, target markets, levels of service, facilities provided, number of rooms, ownership and affiliation etc.

1.9.1 LEVELS OF SERVICE: On the basis of the level of services the hotels are classified into the following classes:

TABLE 1.C: STANDARDS ON THE BASIS OF SERVICES IN THE HOTELS

S.No	TYPE OF HOTEL (STAR RATINGS)	FACILITIES OR STANDARDS
1.	**5 STAR HOTEL**	International Style of standards includes 24 hrs. room service, Recreation Facilities, Availability of Tourist Guide, Internet Facility in each room etc.
2.	**4 STAR HOTEL**	High Standard with high quality furnishing, High standard Presentation and guest service, Availability of Restaurants, Comfortable living, Lounge etc.
3.	**3 STAR HOTEL**	Well furnished, equipped with lighting, cooling room heaters, telephone line, internet facility, Room service with tea, coffee, breakfast, newspaper etc.
4.	**2 STAR HOTEL**	Well maintained with average standards.
5.	**1 STAR HOTEL**	Basic standard accommodation, simple and adequate lighting

(Source: P.A.Anawade, 2014)

Table 1.D: TOTAL NUMBER OF HOTELS IN AGRA AS ON 25.08.2015

S.No	CATEGORIES	NO. OF HOTELS
1.	**5 STAR HOTELS**	**7**
2.	**4 STAR HOTELS**	**7**
3.	**3 STAR HOTELS**	**6**
4.	**2 STAR HOTELS**	**10**
5.	**1 STAR HOTELS**	**4**
	TOTAL	**34**

(Source: hotelsagra.com, division of Travel Spirit International Pvt. Ltd., 1987)

SECTION 2: REVIEW OF LITERATURE

The theories and researches on employee wellness have expanded to a vast extent in last few decades. A quick literature search was conducted by EranVigoda and Dana R. Vashdi in 2010 and it was found that in between 1968 to 2010, the term "**Employee wellness**" is used in title of more than 100 journal articles, mentioned in social science citation index (SSCI). Between 1981 and 1990 the number was 19, between

1991 and 2000 it increased to 31, and further increased to 36, between 2000 and 2010. These studies have dealt with hundreds of issues with many of them published in recent decade only**.** There are common approaches to organizational performance measurement seen in the literature. Where a single measure is adopted based on the belief in the relationship of that measure to performance (see, e.g., Spanos et al., 2004).

Gerdeset. al (2009) described that employee wellness programs focus on promoting healthy behaviors and correcting employee's poor health in ways that also enhance the performance and productivity of the organization.

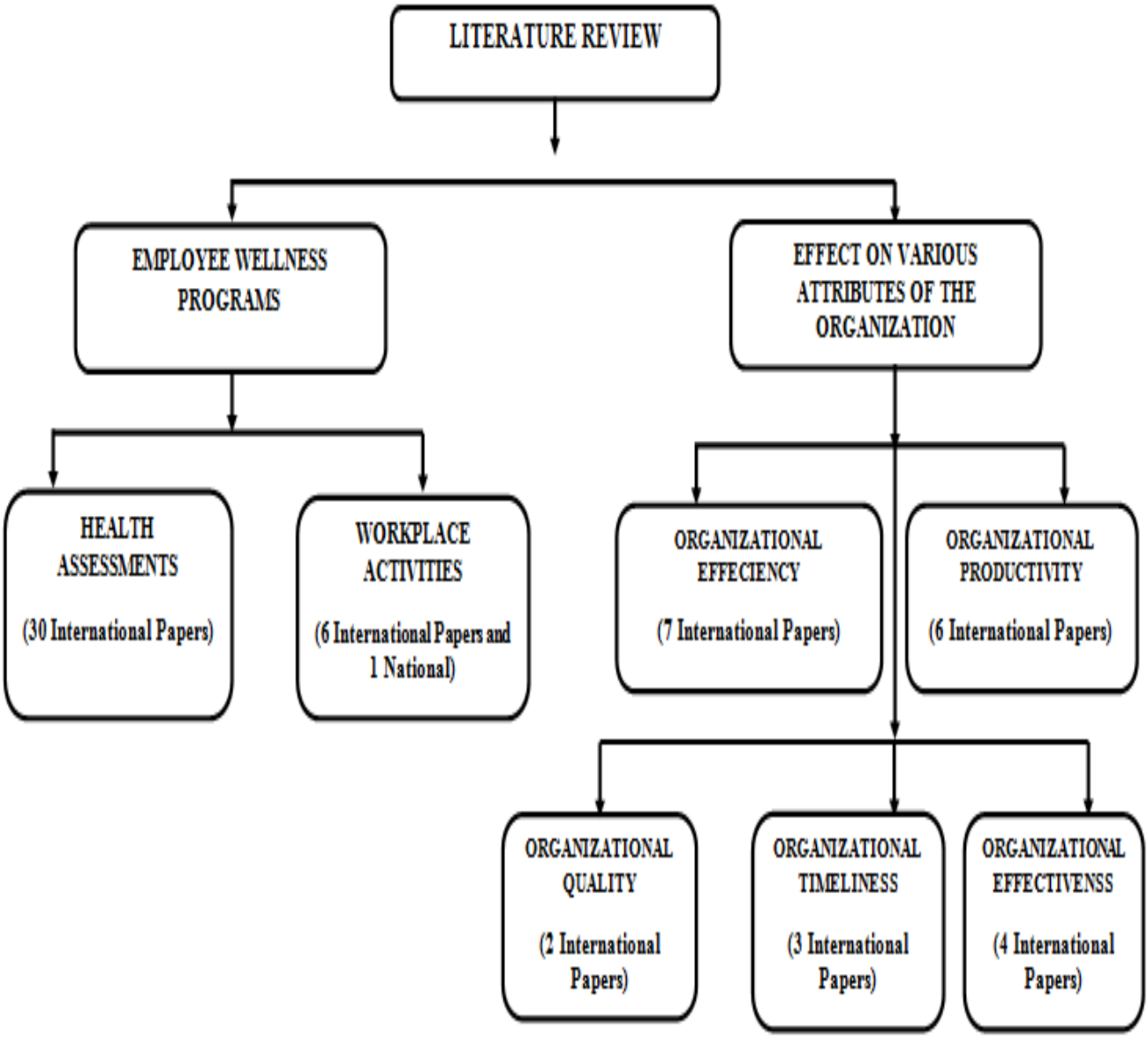
Albright et. al (2007) explained factors that have influenced the adoption of the wellness programs in the hotels and employee participation in the wellness programs.

Yu and Bang (2013) stated that there is a link between employee health, lost work time and productivity. As healthcare issues are grabbing greater there is a great impact of improved health on company's performance.

Methuku et.al provided a road map for implementing and sustaining an effective wellness program in the Middle East. The intent was that the tool will serve as a useful guide for a healthier state of well-being for all employees.

The available literature suggested that employee wellness programs hold great importance as it helps in increasing the employee's productivity, efficiency, effectiveness and performance. Other existing literature shows that these wellness programs help in reducing cost to the organization benefiting the employees and ultimately increasing and improving the organizational performance.

FIGURE 2.A LITERATURE REVIEW AT A GLANCE



SECTION 3: CONCEPTUAL FRAMEWORK AND METHODOLOGY

To develop a conceptual framework, two distinct literature streams were incorporated: Employee wellness Program literature (EWP), Organizational Performance (OP) literature and literature on relationship among different variables.

FIGURE 3.A: CONCEPTUAL FRAMEWORK

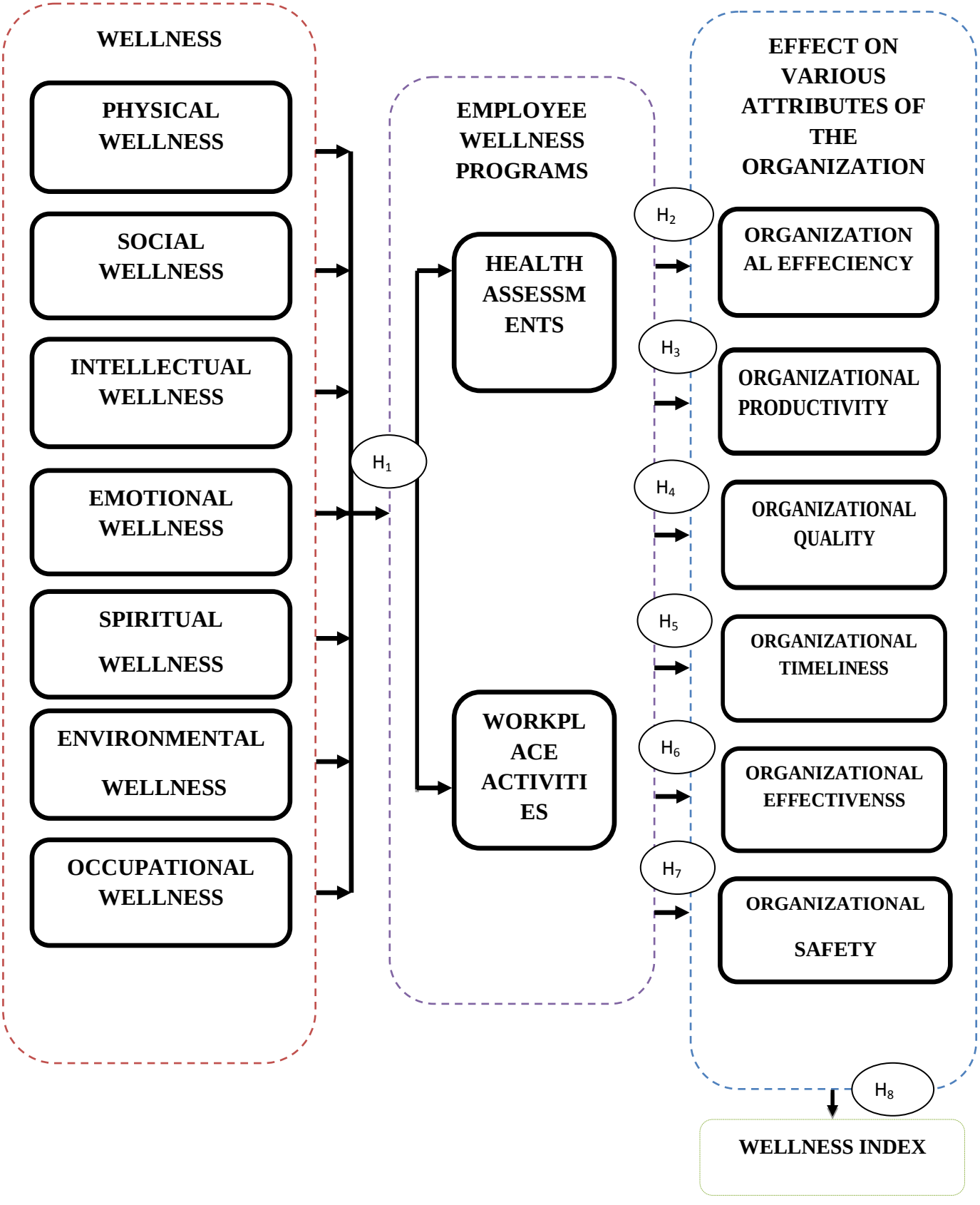


TABLE 3.B. SYNTHESIZED MATRIX OF REVIEW OF LITERATURE

S. No.	Paper Author	*International*	*National*	*Health Assessment*	*Work place activities*	*Organizational effectiveness*	*Organizational Performance*	*Organizational Productivity*	*Organizational timeliness*	*Organizational Quality*	*Organizational Efficiency*
1	TRADE (1995)	✓		✓		✓	✓	✓	✓	✓	✓
2	Yeh (1999)		✓	✓	✓	✓					✓
3	Lowe and Hawawini (2003)	✓		✓			✓	✓			✓
4	Spanos et al. (2004)	✓									✓
5	Shaw ,Gupta & Delery (2005)	✓		✓							✓
6	TZA (2006)	✓			✓		✓				
7	Albright et al. (2007)	✓		✓	✓						
8	Goetzel et al. (2007)	✓		✓	✓						
9	Pwc (2007)	✓		✓				✓			
10	Markey et al.(2008)	✓			✓						
11	American Psychological Association (2008)	✓		✓	✓			✓			
12	Call and Horton (2009)	✓		✓	✓		✓				
13	Abdel – Moty (2010)	✓		✓	✓						
14	Burton (2010)	✓		✓	✓						
15	Schweyer (2011)	✓			✓						
16	NIHCM foundation (2011)	✓		✓	✓						
17	Simon et al. (2011)	✓		✓							

18	Feyen et al. (2011)	✓		✓	✓			✓	
19	Colonial Life (2012)	✓		✓					
20	Optum (2012)	✓			✓				
21	Mattke et al. (2013)	✓			✓				
22	Karabag and Berggren (2013)	✓			✓	✓	✓		
23	Hesapro (2013)	✓		✓					
24	Independence Blue Cross (2013)	✓		✓					
25	Kyung KeunYo (2013)	✓		✓					
26	Virgin Health Miles (2013	✓		✓	✓				
27	Ngeno et al. (2013-2014)	✓		✓					
28	Loushine et al. (2014)	✓		✓					
29	Stevens (2014)	✓		✓					
30	Hind et al. (2014)	✓		✓	✓				
31	Ey Insurance (2014)	✓		✓	✓				
32	Callaway et al. (2014)	✓		✓					
33	Williams (2014)	✓		✓	✓				
34	Kenzula (2014)	✓			✓				
35	P.A Anawade (2014)	✓				✓	✓		✓
36	Optum (2015)	✓		✓					
37	Paul Fronstin (2015)	✓		✓	✓				
38	Wein (2015)	✓		✓	✓				✓

Note: *'✓' Represents studies conducted using the variables mentioned.*
'+' Represents positive relationship of dependent variable with independent variable,

4. NEED OF THE STUDY

Research has found that employee health directly affects work performance, attendance and productivity. Because of this, many companies are now implementing employee wellness programs to encourage individuals to take measures to lead healthier lifestyles and to prevent the onset or worsening of a disease. Employee wellness programs are an investment into company's most important asset and they are the employees of the organization. Showing employees that we care about their wellness employee increases employee productivity and enhance performance of the organization reducing the organizational cost.

According to World Economic Forum (WEF) statistics, companies that have implemented proactive wellness programs have averaged 700 dollars in savings per year per employee. These companies have also seen a return on investment of up to 75 percent in reduced health care costs and higher productivity levels.

The goal is to keep employees healthy while increasing organizational performance. And that is when the need to study Employee Wellness Programs and how are they benefiting the employees and moreover the organizations, is important to study.

5. OBJECTIVES OF THE STUDY

The proposed study has the following objectives:

1. To identify the factors influencing employee wellness in the Hotels.

2. To analyze the effect of Employee wellness programs on organizational Performance in the Hotels.

3. To develop an index for measuring wellness programs in various Hotels.

6. HYPOTHESES DEVELOPMENT

For the purpose of analyzing the objectives researcher has formulated the following research hypothesis drawn on the bases of following facts and previous researches:

Graham S.Lowe, (2003) suggested that there is a positive relationship between healthy workplaces and various measures of performance. Successful healthy workplace initiatives are comprehensive in scope, integrated with other human resource programs, and wellness programs creating health organization and ultimately resulting in organizational performance. **Karabagand Berggren (2013)** suggested that those firm-related factors (factors of performance) do not significantly influence performance instead all factors related to employees are the strongest determinants of firm performance. Therefore, it is hypothesized that:

1. H_0: The factors affecting employee wellness do not have equal effect on Individual wellness of the employee in the hotels.

H_A: The factors affecting employee wellness have equal effect on Individual wellness of the employee in the hotels.

Ngeno and Muathe, (2013-2014) analyzed the intended benefits of improved employee performance resulting from good health, reduced stress and burnout among employees considering them as the factors increasing the effectiveness of the organization. **Wali and Muhammad Zahid** (2013) study indicates the varied preferences within the wellness programs which would support the efficient decision making of the organization and employee efficiency. **Ken Zula (2014)** in his study suggest that organizational offering programs to their employees result in getting better service quality from the employees. **Markey et al. (2008)**investigated the links between workplace productivity and employee wellness via the operation of representative employee participation in employee wellness programs and analyzed a significant impact of employee wellness programs on employee productivity. **Anna Buseman-Williams (2014)** examined that Health and wellness among those who work in the organizations is an issue that has always posed threats to the employers and officers at workplace. **Brower, (2013)** suggests that organizations taking care of the employee health and safety using wellness programs are free of threat resulting in better performance both by employees and organization. Therefore, it is hypothesized that:

2. H_0: Employee wellness and timeliness are independent of each other.

H_A: Employee wellness and timeliness are dependent on each other.

3. H_0: Employee wellness and productivity are independent of each other.

H_A: Employee wellness and productivity are dependent on each other.

4. H_0: Employee wellness and service quality are independent of each other.

H_A: Employee wellness and service quality are dependent on each other.

5. H_0: Employee wellness and effectiveness are independent of each other.

H_A: Employee wellness and effectiveness are dependent on each other.

6. H_0: Employee wellness and efficiency independent of each other.

H_A: Employee wellness and efficiency are dependent on each other.

7. H_0: Employee wellness and organizational safety are independent of each other.

H_A: Employee wellness and organizational safety are dependent on each other.

P.A. Ana wade (2014) suggested that the hotels are classified on the basis on set standards and according is provided with Star ratings. The index follows the Star ratings. i.e. the higher the Rating the better the wellness index and vice versa. Therefore, it is hypothesized that:

8. H_0: There is no significant relationship between the rating of the hotels and wellness index of the hotels.

H_A: There is a significant relationship between the rating of the hotels and wellness index of the hotels.

7. RESEARCH METHODOLOGY

7.1 NATURE OF THE STUDY

This research work shall be descriptive in nature. It is an analytical study made in Agra taking inputs from the managers and employees of the 17 Hotels. All the data collected from respondents shall be subjected to suitable procedures of tabulation and analysis. The collected data shall be coded and further checked for the second time. After the completion of scoring and codes the data shall be entered through SPSS package for final analysis. For testing the hypothesis 1 Anova for , hypothesis 2 to 7 Chi-square and hypothesis 8 correlation will be used.

7.2 SCOPE OF THE STUDY

In order to collect data, sample shall be drawn from hotels. All the hotels are selected on ranking bases. Now a day's Hotel Industry taking place a huge role in the service sector. It helps the tourism sector for earning the revenue from the foreign as well as Indian tourists. Hotels and tourism industry are the biggest earners of the foreign exchange in India. Hotel and tourism Industry is the strong base to increase the GDP of Indian economy. Hence in order to inculcate the scope and development of Hotel industry in various spectrum of region, researcher had made a survey in Local area of Agra region to study the development of Hotels in the region. In order to catch the importance of Service sector especially Hotel Industry as a tourist spot and availability of 24 hours transportation facility by Railway, by Road service, and now is having a airbus facility as well. This study reveals the sustainable development of hotel industry in Agra region. It shows the systematic growth of hotels as well as wellness programs run by the hotels for the health and development of the employees. Agra being a renowned tourist destination attract

many tourists arrivals every year having Taj Mahal a center of attraction for both International and National tourist across the globe. The area of the study will be confined to urban area only.

7.3 DATA COLLECTION

To analyze the objectives of the proposed study, data will be collected from both primary as well as secondary sources.

7.3.1PRIMARY DATA

To fulfill the objectives and test hypotheses, primary data will be collected from randomly selected hotels of the Star categories with the help of structured questionnaires and personal interviews. Before preparing a questionnaire few target respondents will be interviewed. Thereafter, a structured questionnaire will be prepared which will be exposed to a pilot test to check its reliability. Any amendment which would be felt necessary will be made in the final questionnaire before administering it to all respondents.

Table 7.A: TOTAL NUMBER OF HOTELS IN INDIA AS ON 03.08.2015

S.No	CATEGORIES	NUMBER OF HOTELS
1.	5 STAR HOTELS	7
2.	4 STAR HOTELS	7
3.	3 STAR HOTELS	6
4.	2 STAR HOTELS	10
5.	1 STAR HOTELS	4
	TOTAL	34

(Source: hotelsagra.com, division of Travel Spirit International Pvt. Ltd., 1987)

7.3.1.1 CALCULATION OF SAMPLE SIZE

The population from which sample is to be drawn is finite in nature. The number of total hotels considered for the study is 50% of the total hotels in Agra.For calculating the final sample size one manager and one employee from each department of each hotel selected will be taken. The sample population will be confined to urban population only. Stratified sampling technique will be used for

sample size calculation. The table for calculating sample size is given below:

Table 7.B: TOTAL NUMBER OF HOTELS IN INDIA AS ON 03.08.2015

S.No	CATEGORIES	NUMBER OF HOTELS SELECTED	NUMBER OF DEPARTMENTS IN EACH HOTEL	TOTAL SAMPLE SIZE OF MANAGERS	TOTAL SAMPLE SIZE OF EMPLOYEES
1.	**5 STAR HOTELS**	4	7	28	28
2.	**4 STAR HOTELS**	3	7	21	21
3.	**3 STAR HOTELS**	3	7	21	21
4.	**2 STAR HOTELS**	5	5	25	25
5.	**1 STAR HOTELS**	2	5	10	10
TOTAL		**17**		**105**	**105**

(Source: Pilot study conducted by researcher as on 25.08.15)

The total sample size for managers will be 105 and total sample size for employees will also be 105. Therefore the total sample size for the study will be 210 (105+105).

7.3.1.2DEVELOPMENT OF THE INDEX

Indexes of the employee wellness program follow the ratings of the hotels. Therefore the higher the rating, the higher will be the wellness index of the hotel and vice versa. Based on the third objective the wellness index of the hotels will be calculated on the basis of the two variables carrying equal weight age. A health assessment carrying 0.5 each and various components to test health assessment will be assessed in determining the wellness index of the top five hotels. Heath assessment will be based on presence of the employee on the job – casuals and annual leaves assuming annual leaves do not include casual leaves.

Therefore index will be calculated as follows:

INDEX CALCULATION= TOTAL OF 0.5 (∑HEALTH ASSESSMENT) + 0.5(∑WORKPLACE ACTIVITIES) * 1OO

7.3.2 SECONDARY DATA

Secondary data will provide the information and facts about the hotels and the factors affecting employee wellness programs ultimately benefitting the organizations.

Secondary data, for the study will be collected from the following sources:

- Magazines
- Newspapers
- Websites
- Books
- Journals etc.

7.4 STATISTICAL TOOLS

To achieve the objectives of the study and to test the corresponding hypotheses, the following tools will be used.

Objectives of the Study	Statistical Techniques
1. To identify the factors influencing employee wellness in the Hotels.	Anova
2. To analyse the effect of employee wellness programs on organizational performance of the Hotels.	Chi-square
3. To develop an index for measuring wellness programs in various Hotels.	Correlation

The analysis of variance (ANOVA) shall be used to determine whether there are any significant differences between the means of three or more independent (unrelated) groups. This will be done using SPSS software. The Item responses will be on a 5-point Likert-type scale in which 1 will represent "strongly disagree" and 5 will represent "strongly agree."

Chi-square test will be used to compare observed data with data we would expect to obtain according to a specific hypotheses.

Correlation analysis shall be used to find out the association between two sets of variables. This will be done using computers. Cronbach's alpha shall also be used to determine the reliability, internal consistency and normality of the data

8. A CASE STUDY ON INDIAN HOTEL

8.1 HOTEL CONTRIBUTING TOWARDS EMPLOYEES WELLNESS

The hotels are contributing widely in improving and enriching the wellness programs offered to employees on board. These include exercises for employees, 24*7 gymnasium facility, food, provident fund, and centralization tipping system, pick up and drop from home, house facility for ladies etc. are followed by hotels in New Delhi like Leela Palace, Gurgaon. The hotels have kept these efforts even after facing various changes in the hospitality industry.

The study will help identify the factors and elements of wellness programs contributing towards organizational performance. The preliminary idea from the information collected is that the hotels are following various steps to enhance and improve the health status of the employees on board. The final analysis may vary with time and environmental changes.

9. MANAGERIAL IMPLICATIONS OF THE STUDY

The study will be helpful in upgrading the performance of employees of the hotel staff in selected hotels of Agra Region. Research shows that the health status of employees directly influences their work behavior, attendance and on-the-job performance ultimately reducing the Organizational performance. Therefore, improving employee well-being will result in a more productive workforce. That is why most of the companies now measure employee health status as a key part of their overall risk management strategy, and many pursue active wellness programs. However, for wellness initiatives to succeed, they must be an intrinsic part of an organization's culture. This study will show the impact of various factors on Organizational Performance using a conceptual framework and suggesting what measures to take to improve the health and Promote more of the Wellness programs in the Hotels.

10. PROPOSED CHAPTERIZATION

The structure of the proposed study will be as follows:

Chapter 1: Introduction

Chapter 2: A Case Study of an Indian Hotel

Chapter 3: Review of literature

Chapter 4: Employee wellness programs in the hotels

Chapter 5: Research Methodology

Chapter 6: Data Analysis and Interpretation

Chapter 7: Research Findings

Chapter 8: Suggestions and Conclusion

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